

Unit 2: Leadership & Management



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Visual 2.1
Leadership & Management

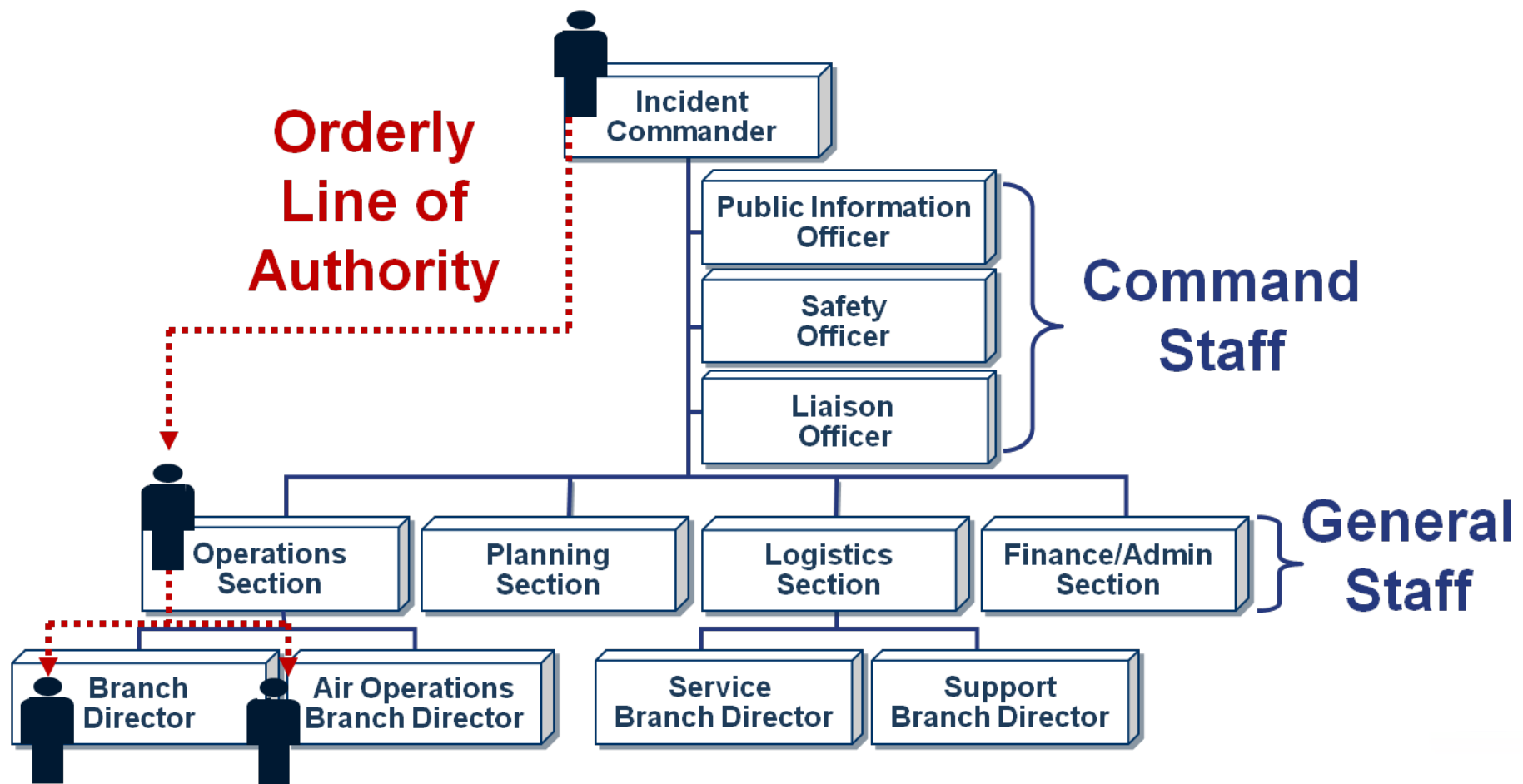
Unit Objectives

- **Describe chain of command and formal communication relationships.**
- **Identify common leadership responsibilities.**
- **Describe span of control and modular development.**
- **Describe the use of position titles.**



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Chain of Command



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Unity of Command

Under unity of command, personnel:

- Report to only one supervisor.
- Receive work assignments only from their supervisors.



Don't confuse unity of command with Unified Command!



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“Unity” vs. “Unified”

**What is the
difference between
unity of command and
Unified Command?**



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Unified Command

The Unified Command organization consists of the Incident Commanders from the various jurisdictions or organizations operating together to form a single command structure.



Fire &
Rescue
Incident
Commander



Local Law
Enforcement
Incident
Commander

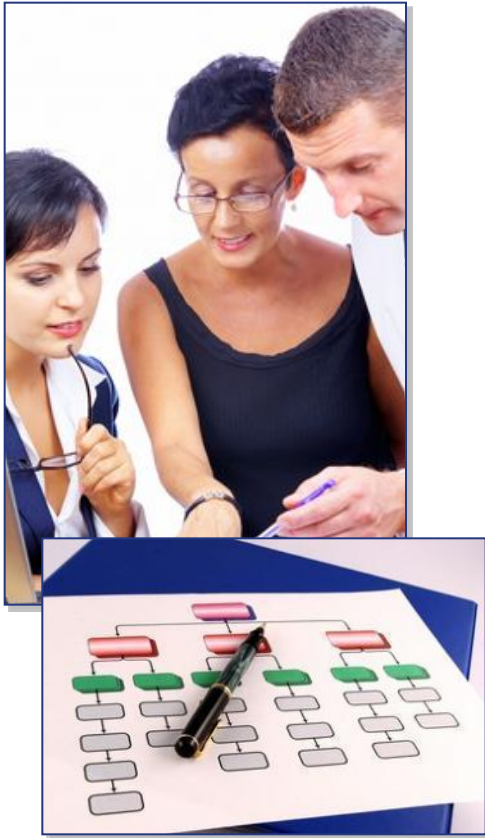


HazMat
Incident
Commander



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Unified Command Features



- A single integrated incident organization
- Collocated (shared) facilities
- One set of incident objectives, single planning process, and Incident Action Plan
- Integrated General Staff – Only one Operations Section
- Coordinated process for resource ordering



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Unified Command Benefits

- A shared understanding of priorities and restrictions.
- A single set of incident objectives.
- Collaborative strategies.
- Improved internal and external information flow.
- Less duplication of efforts.
- Better resource utilization.



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Activity: Unified Command

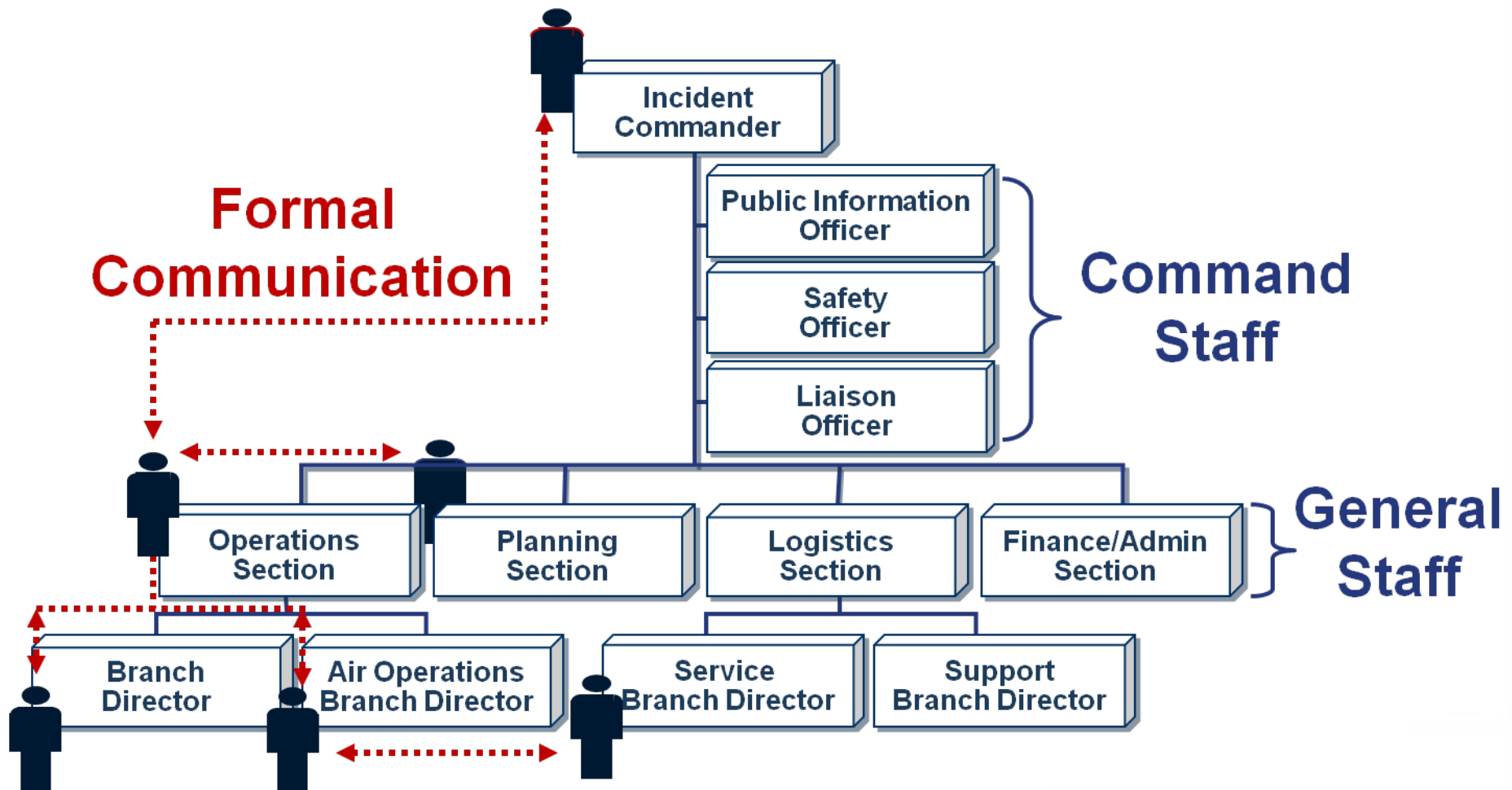
Instructions: Working with your team . . .

- 1. Read the scenario in your Student Manual.**
- 2. Identify the potential incident management issues.**
- 3. List the incident management issues on chart paper.**
- 4. Choose a spokesperson. Be prepared to present your findings to the class in 10 minutes.**



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Communications Overview

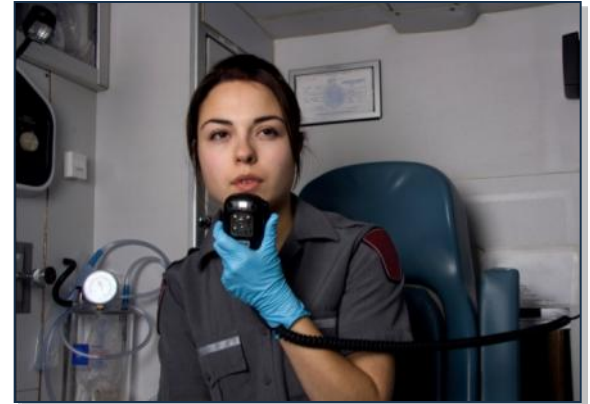


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When To Use Formal Communication

Formal communication must be used when:

- **Receiving and giving work assignments.**
- **Requesting support or additional resources.**
- **Reporting progress of assigned tasks.**



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Informal Communication (1 of 2)

- Is used to exchange incident or event information only.
- Is NOT used for:
 - Formal requests for additional resources.
 - Tasking work assignments.



Within the ICS organization, critical information must flow freely!



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Informal Communication (2 of 2)

Examples of informal communication are:

- **The Communications Unit Leader may directly contact the Resources Unit Leader to determine the number of persons requiring communications devices.**
- **The Cost Unit Leader may directly discuss and share information on alternative strategies with the Planning Section Chief.**



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Activity: Incident Communications

Instructions: Working with your team . . .

- 1. Read the case scenario in your Student Manual.**
- 2. Identify strategies to address the communications problem.**
- 3. List the strategies on chart paper.**
- 4. Choose a spokesperson. Be prepared to present your findings to the class in 10 minutes.**



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Discussion Question

Why is leadership an essential element of successful incident management?



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Visual 2.15
Leadership & Management

Activity: Incident Leadership

Instructions: Working with your team . . .

- 1. Identify a highly effective incident leader you have known or know about.**
- 2. List the main leadership qualities that such an individual must possess.**
- 3. State how these qualities relate to leadership in incident response.**
- 4. Choose a spokesperson. Be prepared to present your findings to the class in 5 minutes.**



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Leadership

Leadership means . . .

. . . providing purpose, direction, and motivation for responders working to accomplish difficult tasks under dangerous, stressful circumstances.



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Visual 2.17
Leadership & Management

Common Leadership Responsibilities

A good operational leader:

- **Communicates** by giving specific instructions and asking for feedback.
- **Supervises** the scene of action.
- **Evaluates** the effectiveness of the plan.
- **Understands** and **accepts** the need to modify plans or instructions.
- **Ensures** safe work practices.
- **Takes command** of assigned resources.
- **Motivates** with a “can do safely” attitude.
- **Demonstrates initiative** by taking action.

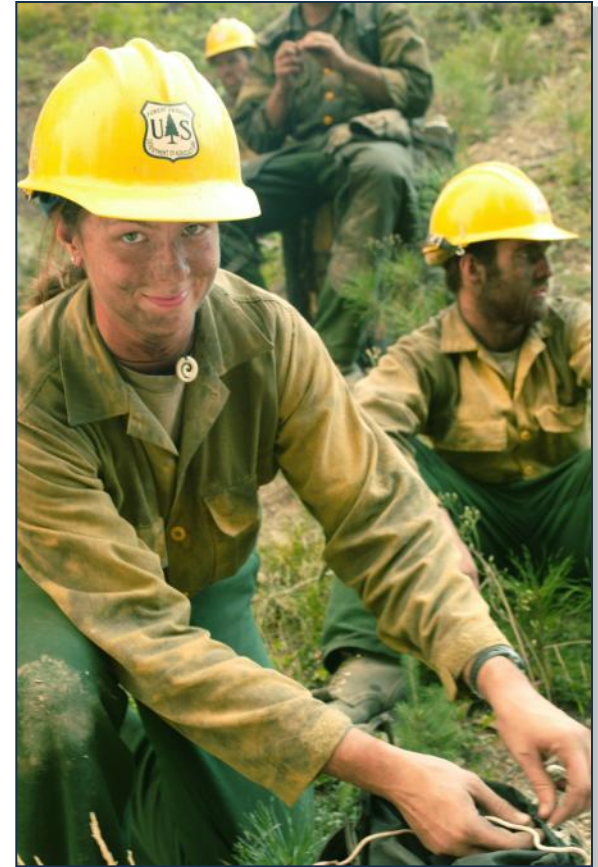


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Leadership & Duty

Leaders should:

- **Know, understand, and practice the leadership principles.**
- **Recognize the relationship between these principles and the leadership values.**
- **Commit to excellence in all aspects of their professional responsibility.**



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Visual 2.19
Leadership & Management

Commitment & Duty

- Take charge within your scope of authority.
- Be prepared to assume a leadership role.
- Be proficient in your job.
- Make sound and timely decisions.
- Ensure tasks are understood.
- Develop your subordinates for the future.



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Visual 2.20
Leadership & Management

Discussion Question

**What can you do to
demonstrate your
commitment to duty to
those you lead?**



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Visual 2.21
Leadership & Management

Leadership & Respect

- Know your subordinates and look out for their well-being.
- Keep your subordinates and supervisor informed.
- Build the team.



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Visual 2.22
Leadership & Management

Activity: Building & Damaging Respect

Instructions: Working individually . . .

1. List leadership actions that can damage and build respect.
2. Record your answers as follows:

Builds Respect	Damages Respect

3. Be prepared to present your findings to the class in 5 minutes.



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Leadership & Integrity

- Know yourself and seek improvement.
- Seek responsibility and accept responsibility for your actions.

What acts
of integrity have
you witnessed at an
incident response?



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Communication Responsibilities

To ensure sharing of critical information, responders must:

- Brief others as needed.
- Debrief their actions.
- Communicate hazards to others.
- Acknowledge messages.
- Ask if they don't know.



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Visual 2.25
Leadership & Management

Briefing Elements

Provide complete briefings that include clearly stated objectives and the following elements:

Task

**What is to be
done**

Purpose

**Why it is to be
done**

End State

**How it should
look when
done**



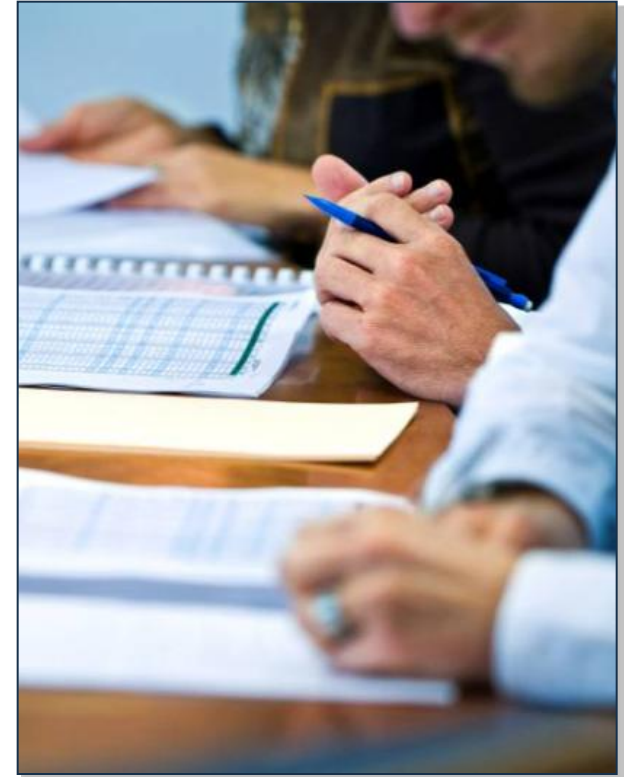
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Incident Management Assessment

Assessment methods include:

- **Corrective action report/ after-action review.**
- **Post-incident analysis.**
- **Debriefing.**
- **Post-incident critique.**
- **Mitigation plans.**



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Visual 2.27
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Discussion Question

What questions would you use to assess the effectiveness of incident management?

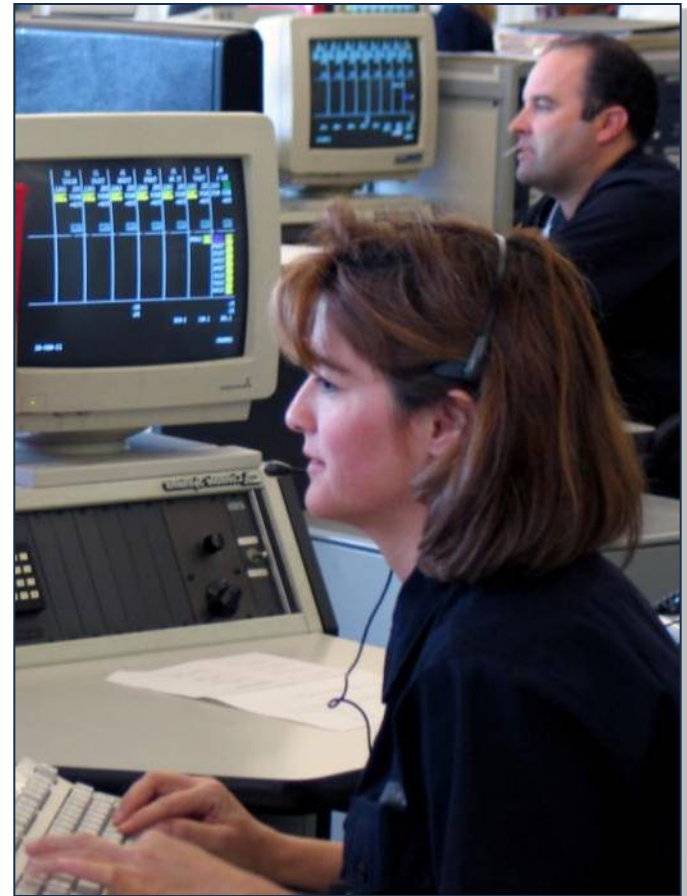


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Using Common Terminology

Once the incident is formally designated, ICS terminology is always used for:

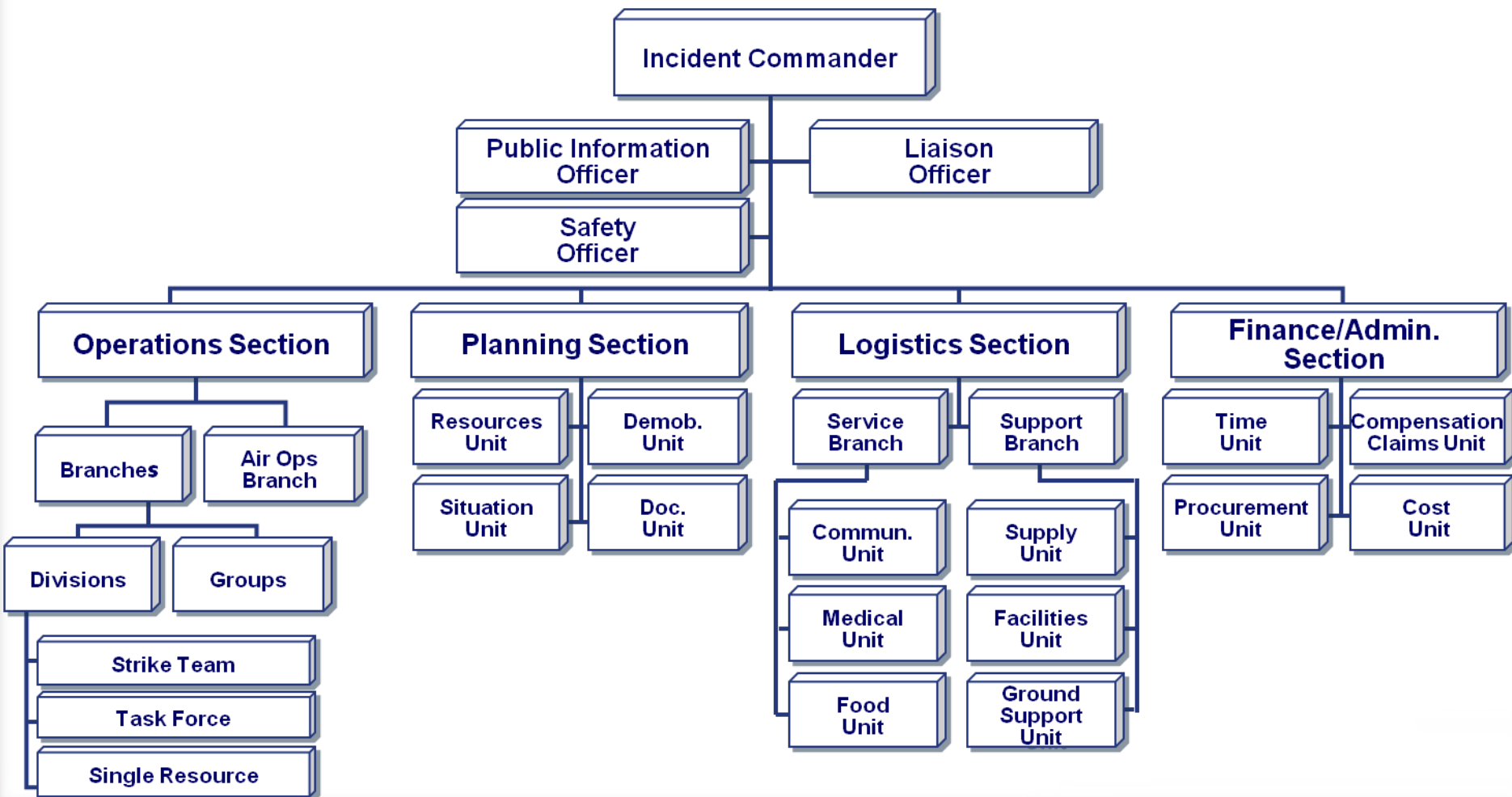
- Organizational functions.
- Incident facilities.
- Resource descriptions.
- Position titles.



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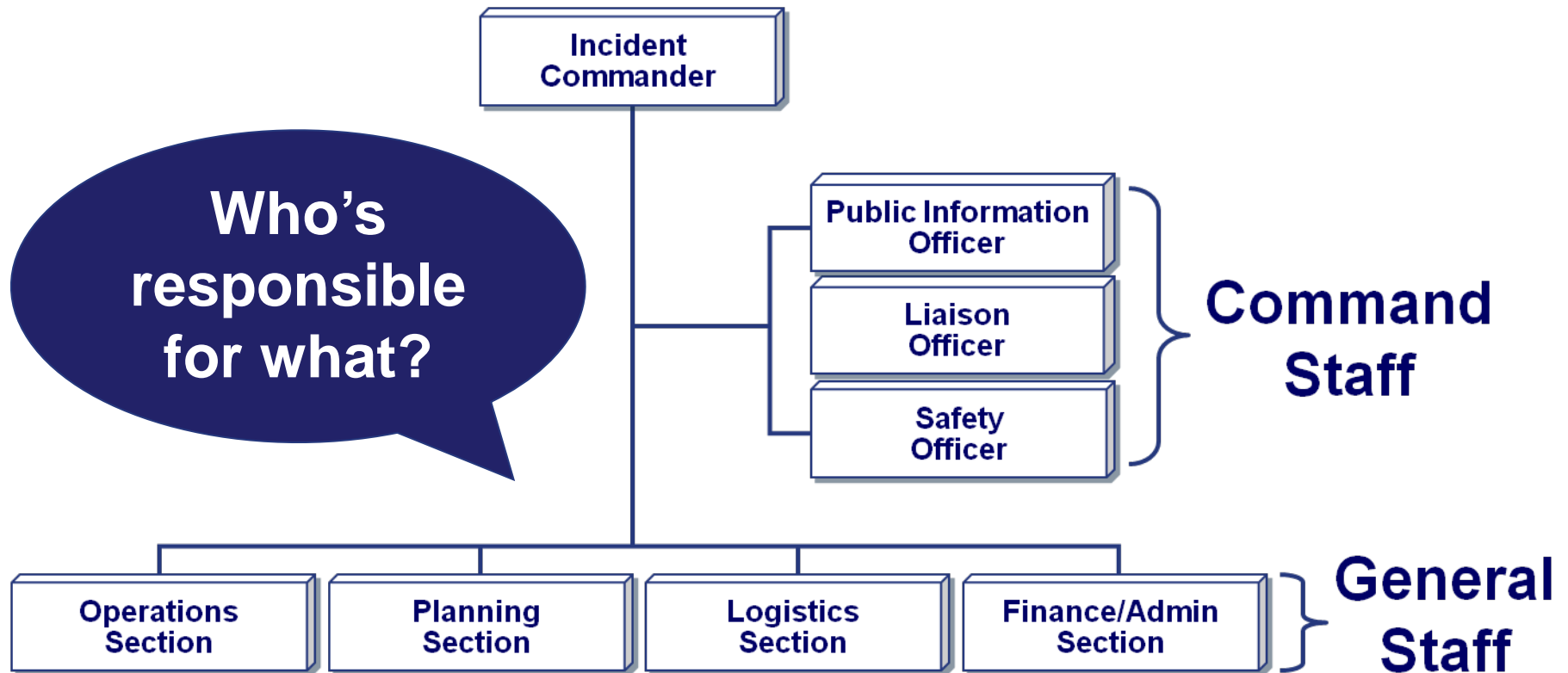
Visual 2.29
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ICS Organization: Review (1 of 2)



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ICS Organization: Review (2 of 2)

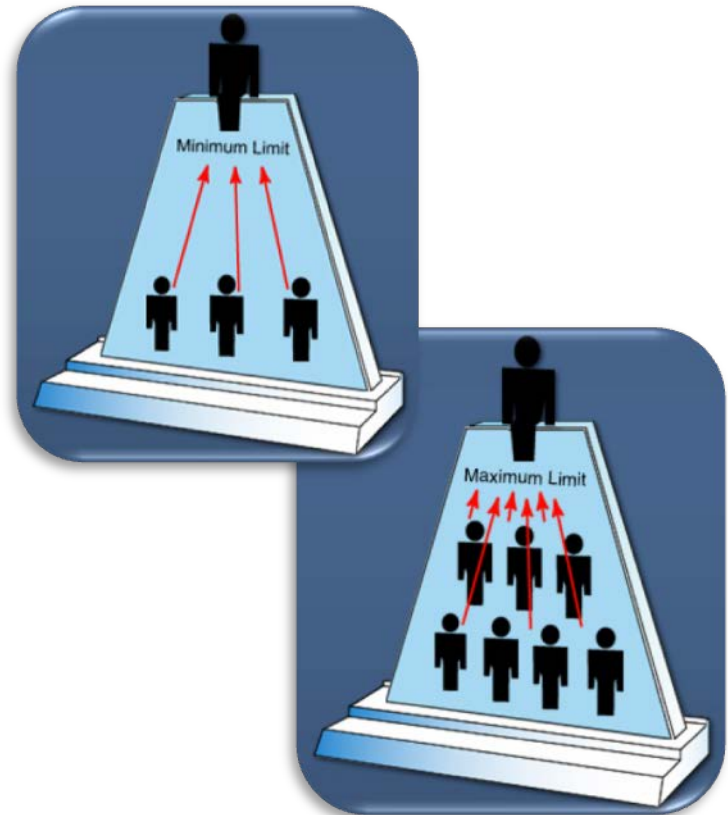


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ICS Management: Span of Control

ICS span of control for any supervisor:

- **Is between 3 and 7 subordinates.**
- **Optimally does not exceed 5 subordinates.**



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What Influences Span of Control?

Span of control is influenced by:

- **The type and complexity of incident or event.**
- **The nature of the response or task, distance, and safety.**



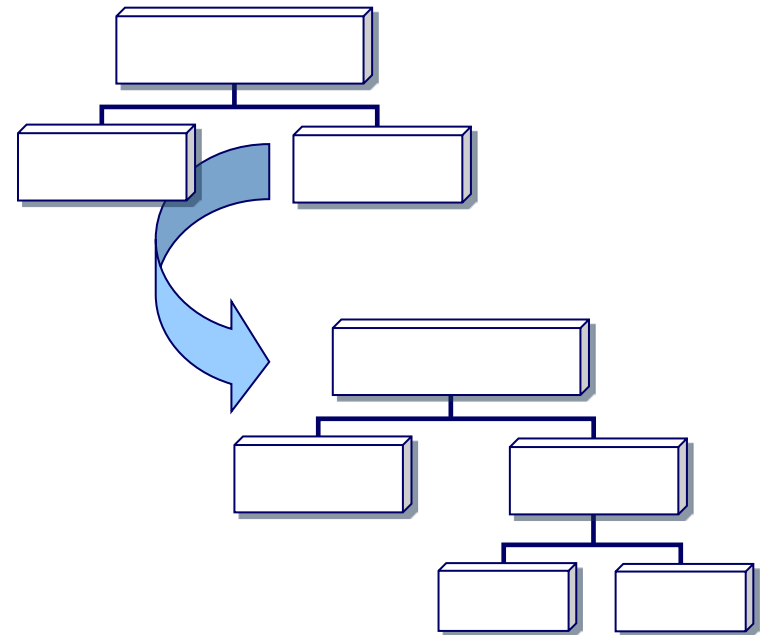
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Visual 2.33
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Modular Organization

Teams, Divisions, Groups, Branches, or Sections are:

- **Organized when the supervisory ratio exceeds 7.**
- **Demobilized when the supervisory ratio falls below 3.**



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Typical Organizational Structure

In approximately 95% of incidents, the organizational structure consists of:

- Command
- Single Resources



Incident
Commander



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Expanding Incidents

- Incidents that begin with single resources may rapidly expand requiring significant additional resources and support.
- Expanding incidents may add supervisory layers to the organizational structure.



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Visual 2.36
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Use of Position Titles

Using specific ICS position titles ensures:

- **A common standard for performance expectations.**
- **That qualified individuals fill positions.**
- **That required personnel are qualified.**
- **Standardized communication.**
- **Awareness of the responsibilities involved with the position.**



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ICS Supervisory Position Titles

Organizational Level	Title	Support Position
Incident Command	Incident Commander	Deputy
Command Staff	Officer	Assistant
General Staff (Section)	Chief	Deputy
Branch	Director	Deputy
Division/Group	Supervisor	N/A
Unit	Leader	Manager
Strike Team/Task Force	Leader	Single Resource Boss



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Visual 2.38
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Activity: The Expanding Incident

Instructions: Working with your team . . .

- 1. Review the scenario in your Student Manual.**
- 2. Identify the supervisory structures (Divisions, Branches, Groups, Strike Teams, or Task Forces) that you would use to ensure a proper span of control for the resources currently on the scene.**
- 3. For each organizational element, indicate the title of its supervisor.**
- 4. Choose a spokesperson. Be prepared to present your answers to the class in 15 minutes.**



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Summary

Are you now able to:

- **Describe chain of command and formal communication relationships?**
- **Identify common leadership responsibilities?**
- **Describe span of control and modular development?**
- **Describe the use of position titles?**



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